Care Quality Commission Re-inspection report published

As you may be aware, our hospitals were re-inspected by the Care Quality Commission (CQC) in July 2015. This followed being rated as ‘inadequate’ and placed in special measures after an Inspection in 2014.

On Thursday 3 December 2015, the CQC published its findings from the Re-inspection which stated that we had made progress in all the areas it had previously identified. Inspectors reported improvements in leadership, staffing levels, governance, incident reporting, and risk management, and they found that "staff were caring and compassionate, and treated people with dignity and respect."

Overall, our Trust now has a new rating of ‘requires improvement’, with all services rated as ‘good’ for caring. No services have been rated as ‘inadequate’.

Following a recommendation from the CQC, Monitor (the regulator of Foundation Trusts) also announced that we were also to be taken out of 'special measures' but with continued support.

Jackie Daniel, Chief Executive, said: "I am very pleased that the CQC has recognised the progress that has been made since our last inspection, particularly that progress has been made in every area that they previously highlighted as requiring further action."

"The improved rating and coming out of special measures is testament to the hard work and commitment of an incredibly loyal workforce. Our staff, along with our governors, partners, volunteers and the public have worked hard together to make the change needed, and I would like to take this opportunity to thank everyone for their continued support.

"We have a talented and professional workforce and the rating of ‘good’ for being ‘caring’ is recognition of this. Over the last year we have seen many successes, including staff and teams shortlisted for, and winning national awards. But, we mustn’t be complacent; we still have a lot of work to do to ensure we provide consistently high standards of care across all of our services. We must continue to seek out every opportunity to make improvements to achieve our ambition of being an ‘outstanding’ Trust."

The Report also highlighted a number of areas where further work is needed to meet required standards, and we have already begun to address these. Our Quality Improvement Strategy will include actions and outcomes against every area the CQC has reported that “must” and “should” improve, ensuring that they become embedded in day to day work.

We are required to submit a comprehensive action plan to the CQC by 27 December 2015. This plan will be regularly updated and displayed on our website, as they have been over the past year, at the following link: http://www.uhmb.nhs.uk/patients-and-visitors/cqc/.

The final reports can be viewed on the CQC’s website at: www.cqc.org.uk/provider/RTX.
### What the CQC found...

To get to the heart of patients’ experiences of care, the CQC always ask the following five questions of each of the eight core services they inspect: **Is the service safe? Is the service effective? Is the service caring? Is the service responsive to people’s needs? Is this service well-led?**

#### SAFE

The CQC says: “By safe, we mean that people are protected from abuse and avoidable harm.” We were rated ‘requires improvement’ for the safe standard following our CQC Re-inspection. **The CQC found:**

- We had continued to recruit nursing staff and staffing levels had improved, but the skill mix on Ward 39 and Ward 20 at the RLI was still variable. There was also still a reliance on bank and agency staff in some areas
- We had improved our patient safety incident reporting, demonstrating an improved safety reporting culture
- Duty of Candour and safeguarding policies and training were in place, and evident

#### EFFECTIVE

The CQC says: “By effective, we mean that people’s care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.” We were rated ‘requires improvement’ for the Effective standard following our CQC Re-inspection. **The CQC found:**

- Care and treatment was delivered in accordance with evidence based practice and national guidance
- There were good examples of multi-disciplinary working. Staff worked well together for the benefits of patients
- We hadn’t met our Trust appraisal target of 95% in various areas

#### CARING

The CQC says: “By caring, we mean that staff involve and treat people with compassion, kindness, dignity and respect.” We were rated ‘good’ for the Caring standard following our CQC Re-inspection. **The CQC found:**

- All patient groups were positive about the care and treatment provided by staff
- Patients felt staff were sensitive to their needs and were emotionally supportive
- We had a service that provided spiritual support to patients, and a volunteer programme to help support the emotional needs of patients, especially those at the end of life

#### RESPONSIVE TO PEOPLE’S NEEDS

The CQC says: “By responsive, we mean that services are organised so that they meet people’s needs.” We were rated ‘requires improvement’ for the Responsive to people’s needs standard following our CQC Re-inspection. **The CQC found:**

- There were some good examples of initiatives to meet the needs of patients whose circumstances or illnesses made them vulnerable, such as the Butterfly Scheme for dementia patients
- We needed to do further work to ensure we meet the Emergency Care 4 Hour and Referral to Treatment Standards consistently

#### WELL-LED

The CQC says: “By well-led, we mean that the leadership, management and governance of the organisation assures the delivery of high quality person-centred care, supports learning and innovation, and promotes an open and fair culture.” We were rated ‘requires improvement’ for the Well-led standard following our CQC Re-inspection. **The CQC found:**

- We had made significant improvements to our governance and management systems
- Staff were, in the main, positive about the improved staff engagement and the Listening into Action programme
- We still had more work to do to address the concerns of staff from a black and minority ethnic (BME) background

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“A great place to be cared for; a great place to work”
Towards Inclusion Conference was a great success

Our first ever Towards Inclusion Conference was held on 27 November 2015 at the Grange Hotel, with over 120 colleagues joining us for the day. My initial thoughts - Wow! What an enjoyable and challenging day!

The Conference was opened by our Chief Executive, Jackie Daniel, outlining where we have come on our journey towards effortless inclusion, impressed by how far we have already come in such a short space of time but noting that there was a long way to go still! To support the Trust’s journey, we signed off a formal partnership agreement with BAPIO’s President, Ramesh Mehta. This is a ground-breaking and innovative development, and it was great to see some of BAPIO’s expertise shared with us throughout the day.

Our next speaker was Laurence Harvey, who delivered a hugely engaging session on Unconscious Bias. Whilst we may have had great fun during the hour, there was a very serious message underpinning it that challenged our perceptions, made us conscious of our unconscious minds. I left with the awareness that the assumptions I make are more about me than the people I am assuming things about.

We then had a joint session delivered by our BAPIO Partners, Ramesh Mehta, Surinder Sharma, Isaac John and Joel O'Loughlin. They gave us a flavour of what we will do together through the partnership, improving patient care and employee experience. They gave the message that inclusion is simply the right thing to do, that their wisdom is there to be shared and whilst we may not always agree, it is healthy to debate and challenge views.

As the biggest employer of BME staff across Europe, it is clear that the NHS has to get it right and #leadbyexample. We need to practice our values - behavioural standards are in place but we now need to go above and beyond in delivering them. The challenge – if our people are our greatest asset, are we treating those people with the value they deserve? The commitment to improve and be inclusive has to come from everyone.

The most profound statement of the day came from Joel, talking about inclusivity – “It’s not the difference that makes the difference, but the difference that the difference makes!” He also stated that we should measure our success by how we treat the most vulnerable.

We then broke into workshop sessions, one focussed on Human Factors and Inclusion, delivered by Ruth Keeler and Kate Casey, and the other session run by NHS Employers’ Paul Deemer, looking at how we can improve recruitment and retention for protected groups by looking at things from their perspective.

Our final presentation of the day came from Estephanie Dunn, Regional Officer for the Royal College of Nursing. She told us that we needed to reach out harder and faster, to become more aware of the terminology and language that we use. She promoted the value of difference, talked of the consequence of applying arbitrary and unjustified rules and encouraged everyone to be curious and embrace difference.

We ended with a panel Q&A session, where the audience had an opportunity to seek advice, guidance and knowledge from an esteemed panel made up of the day’s speakers. We also asked people if they wanted us to do something similar next year – the unanimous show of hands means that we are already starting to plan!

David Wilkinson, Director of Workforce and Organisational Development

“A great place to be cared for; a great place to work”
**Lancashire Adult Social Care helping out at RLI**

The Lancashire Adult Social Care team is at the RLI at weekends over the winter period. Please can wards print out a paper copy of the adult social care referral they send via strata to the social work department and provide the social workers with a copy when they attend the wards. This will enable the referrals to be picked up out of hours from a Friday evening at 4.30pm until Monday Morning at 8.30pm. For further information, please contact Pauline Turner, Discharge Lead on 07890 610004.

**Cash not cards this Christmas**

Give Cash not Cards for Christmas. You can donate to your local hospitals and make a real difference. **Text MBHC £5 to 70070.** Also in the New Year, instead of your cards going in the recycling bin, you will have pleasure in knowing your donation is helping our patients. Remember Christmas is about giving… Thank you.

**Come along to the Schwartz Round!**

The next Schwartz Round is taking place on Friday 11 December in the Conference Room at the FGH between 12.45pm - 1.30pm. A Schwartz Round is a multidisciplinary forum where staff discuss emotional and social dilemmas that arise in caring for patients and everyone is welcome to attend.

**Come along to the ENT study day!**

All nurses, GPs, Doctors and Healthcare and Medical Students are invited to the ENT study day on Friday 18 March at the Holiday Inn in Lancaster. It is free to register and you will also receive a free lunch on the full day course. To register please email shadaba.ahemd@mbht.nhs.uk or helen.stainton@mbht.nhs.uk.

**Mileage calculations now correct!**

Those members of staff who have made travel claims using the NHS SBS E-pay system will have noticed that some of the mileage calculations between sites have not been in accordance with the Trust’s pre-defined distances. This has now been corrected and the distance between sites has been set to the following:

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<th>RLI</th>
<th>QVH</th>
<th>WGH</th>
<th>FGH</th>
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We will check any mileage claims already made though E-pay and where the mileage calculation has not been paid in accordance with the distances above, and any corrections will be made in February 2016.

**Hospital Grand Round**

Our next Hospital Grand Round will take place on Wednesday 9 December 2015 between 12.30 - 1.15pm in Teaching Room 1, Education Centre, at FGH. The subject of the Grand Round is ‘Acute Kidney Injury’, presented by Dr Obale.
What do NICE do?
NICE’s role is to improve outcomes for people using the NHS and other public health and social care services. They do this by:

- Producing evidence based guidance and advice for health, public health and social care practitioners
- Developing quality standards and performance metrics for those providing and commissioning health, public health and social care services
- Providing a range of informational services for commissioners, practitioners and managers across the spectrum of health and social care
- Evidence-based guidance and advice

Where can I find them?
Use the link below and look around the website - there is lots of useful information about improving quality, reviewing resources, reading case studies and productivity / cost guides http://www.nice.org.uk/.

How are they managed within the Trust?
All NICE guidelines are now managed within the Safeguard Alert system, much the same as Central Alerting System (CAS) alerts. They will be distributed in the same way and those staff responsible for reviewing them will be asked to respond via the safeguard system. To help you to manage NICE guidance within Safeguard, an eLearning package has been developed which simply gives an overview of how to use the Alert system. There are no questions to answer and it doesn’t take too long. Your divisional governance leads will support you with this, and you can also contact Louise.Jones@mbht.nhs or Carl.Foulkes@mbht.nhs.uk.

Warm up your vocal chords for carol singing at the RLI
This year’s ward carol singing at the RLI will take place on Monday 21 December starting in the Skylight restaurant at 5.45pm. Each year, volunteers and members of staff who fancy a good sing go round the wards to sing for patients and staff on duty. So, anyone who fancies belting out their favourite carols and having great fun doing so is very welcome to join us. People can get nervous about their voices but let me assure you, ability is secondary to willingness. Obviously, if there’s an outbreak of something unpleasant we will need to revise our plans. But for now…warm up those vocal chords and come and join us! Ian Dewar, Chaplain

Learning to improve bulletin - November
As part of our annual review of our learning to improve from incidents, four special issues of Learning to Improve have been produced for staff to view. View them on the Governance pages of the intranet or by clicking here.

Don’t miss the Pass it On Event!
The past 20 weeks have really flown by, and it has been great to watch our Pioneering and Enabling our People (EOP) schemes flourish. We cannot wait for them to showcase their achievements at our Pass it On event at Castle Green Hotel, Kendal, on Thursday 17 December. We are looking forward to seeing you all there. You can book a place through TMS or by contacting the team on Listening.IA@mbht.nhs.uk.

Following the CQC announcement Jackie Daniel, Chief Executive, said: “We must now keep the momentum going, particularly in areas such as Listening into Action which have been highlighted in the report as starting to make a real difference.”
**HQIP Clinical Audit Awareness Week**

The Clinical Audit team took part in the Clinical Audit Awareness Week on Wednesday 11 November 2015. The team had clinical audit staff outside the dining rooms at FGH and the RLI. This was designed to promote clinical audit and quality improvement. There was a short quiz on clinical audit with all answers being available on our notice boards and also a short word search.

From this, all correct answers were entered into a prize draw for a box of chocolates, and the winning entry, drawn by Carl Foulkes, was Niloufar Aryan, currently based in surgery at FGH. Well done and thank you to all that took part!

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**Happy Retirement to Jimmy**

Jimmy Bilsborough, a charge nurse, in the Emergency Department at the RLI worked his last shift last week as a senior nurse. He started in the Trust in 1988, and has been in the Emergency Department for the past 19 years. All his colleagues would like to wish him a happy retirement!

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**Carol singing on the wards at FGH**

This annual carol singing event at FGH is taking place on Tuesday 15 December. Singers will assemble at the Chapel at 6.15pm, then split into groups to visit every ward to sing a few carols. The event will finish at around 8pm with mince pies and coffee back in the Chapel to soothe aching vocal cords.

Organised by the UHMBT Chaplaincy, some of the singers will be supplied by Music Marks Community Choir and South-West Cumbrian Praise Group. They will be singing well-known Christmas carols, and hope to bring some Christmas cheers to patients and staff alike.

More singers are welcome, so if you’re interested in joining in please contact the Chaplain Ed Northey, on 01229 403715 or email edward.northey@mbht.nhs.uk.

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**Assistance required for HM Coroner**

In the early hours on Saturday 7 November 2015, an elderly gentleman was found collapsed in the road on Parliament Street, Lancaster. It is believed from the Police that a female nurse attended the scene on the way home from finishing her shift. If you are that nurse, please would you contact Ann Edmondson, Coroner’s Officer on 01524 516353 or 07958 790128.

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**NHS Blood and Transplant Christmas events**

On Sunday 13 December, there will be a concert at the Parish Church in Kendal with 49 decorated charity trees. The NHS Blood and Transplant team will have a tree celebrating the gift of life for organ donation.

Also on Saturday 19 December, there is the Mayor’s coffee morning, 9am to 12noon, NHS Blood and Transplant will have a stand there to support the event.